

June 24, 2022

Colleen Breslin
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Dear Ms. Breslin:

On behalf of Parsons Child and Family Center, an affiliate of Northern Rivers Family of Services, I hereby inform you of the Sidney Albert Training and Research Institute's (SATRI) interest in providing an Implicit Bias Train the Trainer program for Albany County. Please find below a summary of our experience working with the larger RED team, as well as our proposal for ongoing work.

The mission of SATRI is to work collaboratively with businesses, human service agencies, school districts, and universities to provide training, conference, and speaker services to human services professionals, community members, children, and families. Since 1964, SATRI has brought the finest, most innovative training and education to members of the human services community in the Capital Region and throughout New York State.

From April to December of 2021, SATRI worked collaboratively with the Capital Region Youth Justice Team R.E.D. initiative to provide a series of Implicit Bias trainings to supervisory and direct line staff in Albany, Schenectady, and Rensselaer Counties. This initiative was largely successful. SATRI trained 86 supervisory staff and 195 line level staff from the represented counties. This training took a transfer of learning approach, with each participant attending a series of three classes and completing implementation assignments between each session. An overview of the curriculum and some feedback from participants is below:

Session One:

This session will open with acknowledgement of the challenges and trauma each and every participant has been in some way impacted by related to the 2020 COVID-19 pandemic, the current social unrest, and our current political climate. The instructor will then branch that conversation into the concept of bias, discussing and defining several types, including implicit bias. Participants will learn how the brain works, and why bias is a natural process of the human brain. The concepts of implicit and explicit bias will be explored in depth. Participants will leave the session with a transfer of learning assignment designed to encourage further thought and exploration of the concepts outside of the training session.

Session Two:

This session will open with a discussion related to the transfer of learning assignment.

Participants will then be encouraged to begin their personal exploration into the role bias plays in their own lives, as well as the role it can play in one's own work. Participants will be encouraged to participate in several self-exploration activities designed to start identifying core values, beliefs, and biases. The session will wrap up with a transfer of learning assignment to complete before the final session.

Session Three:

The final session will open with a discussion of the transfer of learning assignment. Participants will then refocus on the concepts from the first two sessions, but from the perspective of what to do with this information. They will explore the unintended impacts of bias on social outcomes and discuss the impact of implicit bias on the school and the other systems young people interact with on a day to day basis. The series will wrap up developing a plan for action in addressing personal bias, incorporating use of the palm cards for regular self-assessment.

Participant Feedback:

- *"I'm hoping this can be experienced by our whole department. Great first step."*
- *"This training focused on things I had never considered before and I plan to use strategies learned before coming to conclusions."*
- *"I like how you wrapped things up with a visual tool. The SPACEE will be helpful."*
- *"This training will open your eyes and mind as to all the preconceived information you have learned over a lifetime and begins to have you realize you need to be more cognizant of the types of decisions or choices we make on a daily basis."*
- *"Virtual training is not my style of learning."*
- *"The training was overall good, especially the presenter's use of examples. However, I am not sure all my coworkers took the information as seriously as they should have."*
- *"The training was too long."*
- *"Implicit Bias training should be done regularly and incorporated throughout supervision."*
- *"The training made me more aware of my implicit bias and how to recognize it. I often take a step back and think before making judgments or decisions when dealing with situations more so now."*

Proposal for Albany County Probation Learning and Sustainability:

SATRI recommends that Albany County prioritize training on Implicit Bias for all staff working with youth and families. Research on Implicit Bias training strongly indicates that in order for

reduced-implicit bias behavior change to occur and sustain overtime, that training must occur regularly; and that staff must be supported in these changes at all levels through continual conversations on implicit bias and innovation to confront and dismantle institutional sources of bias.

Ownership and sustainability are key factors in the success of this endeavor. SATRI specifically proposes the following action items, to be implemented in collaboration with the SATRI team:

1. Development of Leadership Team

SATRI proposes that Albany County identify a team of staff to steer this project. This team would be made up of county representatives, including some individuals who will be trained in the full curriculum as trainers. These individuals will take an active role in planning and administering the following objectives:

- Evaluation and assessment of the current culture
- Implementation plan
- Initial Implicit Bias and annual refresher training
- Consultation for ongoing challenges that will arise

This committee will meet two times per month for the first three months, and at least one time per month for the following nine months. They will participate in monthly consultation with a SATRI representative for a total of twelve months. SATRI will support the committee in developing a work plan and establishing clear objectives for implementation of such. This work plan will be developed based on the outcomes of an organizational assessment, which will be completed by the Albany County committee, with SATRI's support. The tool will be

administered during the first month of the project, re-administered at the six month mark, and again at the twelve month mark. The purpose of the final assessment is to determine impact.

2. Training

SATRI will provide the full Implicit Bias Training (3 Half days, approximately one month apart) for the full Implementation team and any additional staff selected by the county. All champions who will be part of the train the trainer model should attend this session.

SATRI proposes Albany County will identify 5-10 champions who will participate in a week long training of the full implicit Bias curriculum, designed for trainers. These champions will participate in the full training, provided by SATRI trainers, with a focus on learning to conduct the training themselves. They will be afforded ample opportunity during the training to practice training skills and present short portions of the curriculum on their own. SATRI will develop and provide participants of the train the trainer course with a manual to direct their efforts in achieving proficiency in training this curriculum.

Furthermore, SATRI proposes a second, shorter, two day train the trainer course designed to teach those same champions how to provide an annual refresher training for all staff. The training of trainers will be conducted by SATRI, again allowing participants an opportunity to experience the training, but also to learn how to train it themselves. SATRI will develop a detailed outline/instruction manual for participants, designed to support them in providing the training, while also inserting new topic areas each year.

We propose all training sessions be conducted in person when possible, allowing only for virtual training in the event that it is necessary to assure participant safety.

Budget Narrative

Please see attachment A for a full budget for this project. It is established based on hourly rate for assigned staff and estimated hours dedicated to the project. This budget is comprised, based on the below deliverables and time estimations:

Deliverable 1: SATRI trains Leadership team, trainers, and any additional staff identified by the county in the full implicit bias workshop. This workshop will take place on three different half days, about one month apart from each other. All participants will receive a participant workbook, developed by SATRI.

Deliverable 2: 12 months consultation/administrative oversight: 84 hours. This is based on an estimation of 12 hours for consultation sessions, as well as an hour of preparation time for each consultation. 24 hours is also included for record keeping and administrative oversight.

Consultation should include an internal organizational assessment to be conducted by Albany County with the support and guidance of SATRI, and repeated at the six and twelve month marks. Total allocated time for this is 30 hours.

Deliverable 3: 5 day train the trainer training: 60 hours per training and development specialist. This includes the training hours for the full Implicit Bias train the trainer actual training, and re-write of the curriculum into a train the trainer format and preparation time for each training and development specialist.

Deliverable 4: Development of Full Implicit Bias curriculum Train the Trainer Manual with accompanying resources and participant workbook for full Implicit bias training: 200 hours per training & development specialist. This includes the time to create a full train the trainer manual with full script, instruction, and accompanying activities for participants.

Deliverable 5: 2 day train the trainer training: 24 hours per training and development specialist.

This includes the training hours for the actual annual implicit bias training updates training, plus the curriculum writing and preparation time.

Deliverable 6: Development of Implicit Bias annual updates Train the trainer manual and accompanying resources: 60 hours per training and development specialist. This includes the time to create a full train the trainer manual with full script, instruction, and accompanying activities for participants.

Thank you for taking the time to review our proposal. SATRI looks forward to the opportunity to discuss the possibility of a collaboration with Albany County.

Attachment A: Full Project Budget

Operating Budget Implicit Bias

	Calendar Year
Full 3 1/2 Day Implicit Bias Training	\$1,800.00
Staffing	
Salaries/Wages	\$ 25,119.92
Fringe Benefits (23%)	\$ 5,777.58
OTPS	
Telephone	\$ 198.00
Supplies/Materials	\$ 1,000.00
Travel	\$ 76.18
Rent/Occupancy	
Management Overhead	\$ 3,538.88
Total Expenses	\$37,510.57

Itemized Staffing Plan						
Position/Title		Full Annual Salary	Hourly Rate	6 month allocation	Hours Dedicated to Project	Estimated Expense (Salary *hours)
Administrative Oversight/Consultation	Gecewicz	\$106,803.16	\$51.35	0.58%	48.00	\$2,464.80
Training & Curriculum Development Specialist	Ford	\$63,981.22	\$30.76	15.19%	440.00	\$13,534.40
Training & Curriculum Development Specialist	Jalloh	\$53,281.80	\$25.62	14.62%	356.00	\$9,120.72
Total						\$25,119.92